

## HARFORD COUNTY MISSION / VISION / GOALS AND STRATEGIC MANAGEMENT

The need to align department / agency strategic plans, budgets and performance measures with Countywide Mission, Vision, Goals, and Objectives has become increasingly clear. The following serves as a clear structure for identifying what we collectively would like to achieve, and how we envision the County when we are successful.

### MISSION:

***Harford County Government will preserve our traditions and promote the highest quality of life through efficient, honest, and responsive service to all citizens while planning for a prosperous and secure future.***

### VISION:

***~ Preserving Harford's past; promoting Harford's future ~***

## GOALS and OBJECTIVES:

### ***I. Public Safety***

**To provide public safety services to Harford County in order to produce a safe and secure place to live, work, or visit.**

#### **Objectives:**

Provide opportunities for community partnerships which will strengthen communication and cooperation with law enforcement.

Reduce crime by providing attractive alternatives to gang membership and drug use.

Increase public safety staffing and facilities to provide adequate capabilities to meet service demands.

Employ advanced and superior technology to improve response capabilities, provide for back-up systems, and foster the exchange of information between service providers.

Plan, proactive, and coordinate strategies between local and regional responders and create programs to educate the public to be prepared for emergency and disaster events.

### ***II. Education***

**To invest in our future by promoting the availability of quality academic programs and technical skill opportunities for lifelong learning.**

#### **Objectives:**

Plan, fund, and build public educational facilities that provide positive and supportive environments for students, faculty, and staff.

Ensure workforce development opportunities by strengthening existing liaisons and creating new partnerships among government, industry, and educational communities.

Encourage the Board of Education to draw from the attributes found in each community to guide a curriculum focused on specific educational pursuits including magnet programs.

Cultivate relationships with regional post secondary institutions to encourage development of a four year college program within Harford County.

Encourage private industry to build one-on-one relationships with schools and youth organizations that will help create prospective community leaders and a strong future employee pool.

### ***III. Efficient County Government***

**To utilize best practices to provide responsive, efficient, and effective services to citizens, businesses, and governmental agencies.**

#### **Objectives:**

Increase public confidence through cost effective and customer focused essential services.

Coordinate with other governmental agencies to prevent overlap and excessive costs as well as maximize efforts to deliver superior service.

Encourage and expand interfaces between County government and its citizens to provide responsive and fair customer service.

Establish a 10 year master plan that promotes responsible stewardship of County assets and utilizes a comprehensive approach to identify and prioritize funding for Capital Improvements and projects based on balancing and maintaining a consistent level of service to our citizens.

Develop strategies that will inform the public about County government, operations and services.

Aggressively pursue innovative funding sources and opportunities to maximize cost effectiveness.

***IV. Growth Management***

**To facilitate balanced and appropriate growth that provides for economic development, preservation of open space, and adequate public facilities / services in accordance with the approved Master Plan.**

**Objectives:**

Maintain the integrity of the growth management strategy by focusing our development within our designated growth areas.

Establish incentives to encourage redevelopment and revitalization of existing communities.

Maintain a balance of residential and non-residential development.

Identify additional opportunities and incentives for the preservation of agricultural properties and open space.

Develop a strategic plan with providers of non-governmental essential services to ensure future needs are met.

***V. Environmental Stewardship***

**To protect and preserve the County's environment through the efficient use and reuse of its resources.**

**Objectives:**

Cultivate policies that stress soil conservation and help restore and sustain water and forest resources in order to maintain a high quality of life for the people of Harford County.

Provide a comprehensive waste management program that protects human health, promotes energy recovery, and minimizes impacts to the natural environment.

***VI. Infrastructure***

**To provide adequate public infrastructure to meet current and future needs of citizens and businesses.**

**Objectives:**

Develop a 10 year plan for construction and maintenance of police and emergency management facilities, water and wastewater services, and state-of-the-art, publicly accessible government buildings.

Provide a comprehensive, safe, and efficient multi-modal transportation network that guarantees the mobility of people, goods, and services.

***VII. Quality of Life***

**Promote opportunities that allow citizens to meet essential needs and to assist in the development of life enhancing amenities that support personal growth, community spirit, and leisure.**

**Objectives:**

In partnerships with community based organizations, government agencies will build, operate, and maintain facilities and resources that encourage citizens to be self reliant.

With a focus on managing growth, guide the continued creation of safe, adequate, and diverse housing stock that ensures equal opportunity and the availability of decent and affordable accommodations.

Encourage the growth of community spirit through the use of revitalization projects and create avenues for neighborhoods to meet and discuss common concerns and goals.

Provide a diversified menu of leisure opportunities and facilities to address current needs and future expectations.

**Linking Strategic Planning to Performance Measurement**

Harford County has instituted Performance Based Measurements since 1996. However, in an effort to portray a broader picture of efforts, we are revising our Performance Measure system. Our new system includes indicators of inputs, outputs, efficiency, quality, and effectiveness. The unfolding of this process, together with strategic planning, should form a solid foundation for managing results. Performance Measures can be found in Harford County's Fiscal Year 2006 - 2007 Operating Budget Book.